



The IAE Digest

*News and Program Updates from
the Integrated Award Environment*



*Volume 2, Issue 3
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From the Assistant Commissioner



Being Good Data Stewards for our Users, Partners, and the American Public

Of the many roles we have in the Integrated Award Environment (IAE), perhaps none is more paramount than our responsibility as data stewards. We take this responsibility seriously.

The very nature of the systems we manage and the work we do means that we have access to an astounding amount of raw data. Our job is take this raw information and turn it into data that is accessible, searchable and useful in making better decisions within government. We also make large portions of it available to the public to increase transparency and allow for third party innovation.

With all of this important data under our purview, we work hard to ensure that appropriate quality metrics are maintained on a constant basis. And we never stop innovating and finding better ways to improve the data quality of the information we oversee and make available.

By being good stewards, we also endeavor to be more efficient. We strive for a consistent use of data management resources, for easier mapping of data between various IT systems, and for lower costs associated with data migration (especially as we move forward into the new environment).

Foundational to data quality, efficiency, and innovation are the robust security measures we have in place. Every day we strive to ensure we maintain the privacy and security of your data.

I want to highlight another key element of effective data stewardship, which is making sure our stakeholders are informed about our approach and that we create two-way feedback loops with our users, partners, governance bodies, and the American public.

The way we do this within the IAE is through our Outreach and Stakeholder Management (OSM) Division. OSM oversees all aspects of outreach and general public affairs efforts. This is where we tell the complete story of the IAE, including how we protect the data we are entrusted with. We tell those stories in multiple venues, including The IAE Digest, our web presence on GSA.gov, and through industry outreach events, just to name a few.

OSM also has a customer service function that addresses and resolves customer issues pertaining to the 10 IAE systems. We do this through the Federal Service Desk, by responding to Freedom of Information Act (FOIA) inquiries, and by responding to inquiries from Congress. OSM regularly reviews the feedback it receives through the help desk and inquiries to inform our approach to data stewardship and create continuous improvement.

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From the Ass't Commissioner (continued)

Finally, as IAE has fully embraced Agile development across the enterprise in 2015 (please see this column in *The IAE Digest*, Volume 2, Issue 2), OSM is very involved in user engagement to guide our actions. OSM user experience analysts administer focus groups and interviews to elicit and analyze requirements and needs from users of the IAE systems. This information is also regularly reviewed as part of our approach to data stewardship.

Through OSM, we at IAE are focused on creating engagement and feedback mechanisms to inform our approach to stewardship. We look forward to creating an ongoing conversation with you, our stakeholders.

You can get involved by joining the conversation at interact.gsa.gov or by emailing us at IAEOutreach@gsa.gov to share your perspective.

Karen Kopf
Assistant Commissioner (Acting)
Integrated Award Environment

Coming Soon!

IAE Enhances Presence on GSA.gov

Have you visited gsa.gov/iae lately? While the current website is full of great information, IAE will soon be introducing a new look and new content to its web presence. Some of the new information you will find on IAE's pages will be a description of what each IAE division does on a day-to-day basis and information about The Future of IAE.

Be sure to check out our current content at gsa.gov/iae.

IAE Agile Tip: The Backlog Process

In a prior edition of *The IAE Digest*, we discussed embracing and using Agile development to design and develop the future environment. The IAE has adopted a customized version of the Scaled Agile Framework (SAFe) as its enterprise solution for Agile development. In Agile, the term "backlog" refers to the requirements repository, and managing the backlog is a crucial element of the Agile Software Development Life Cycle (SDLC). The backlog contains three levels of requirements: epics, features, and stories that, along with the backlog itself, align with the three levels of the enterprise:

- The **Portfolio** Backlog is aligned with the leadership level of an enterprise. It is the main repository for all upcoming work anticipated to achieve the enterprise's strategic vision. It contains high level business and architectural requirements, called epics.
- The **Program** Backlog contains features that align with the program level of the enterprise. It is the main repository for all upcoming work anticipated to advance the [Agile Release Train](#). These features describe business benefits and system architecture requirements.
- The **Team** Backlog represents the collection of everything a team needs to do to advance its portion of the system solution. It includes, but is not limited to, features, tasks, defect fixes, infrastructure work, and user and technical stories.

Portfolio-level epics are prioritized and as development team capacity becomes available, the highest priority epics are decomposed into program epics and then features at the Program level. Releases are planned quarterly, and features are estimated, prioritized and assigned to releases. Once a feature is assigned to a release, it is decomposed into user stories and tasks and then implemented in a series of two-week sprints. For information, please email IAEOutreach@gsa.gov.

IAE Governance

The Award Committee for E-Government

In the second quarter edition of *The IAE Digest*, we explained in this space the various bodies that provide extensive guidance, experience, and expertise to the IAE project management office: The Award Committee for E-Government (ACE), the Procurement Committee for E-Government (PCE), the Financial Assistance Committee for E-Government (FACE), and the Change Control Board (CCB). Each body, represented by a diverse cadre of individuals from the 24 Chief Financial Officer (CFO) agencies, is involved with the policy, oversight, governance, and operations that impact and shape the IAE systems and services.

One of the bodies that is critical to the IAE's governance is the Award Committee for E-Government, or ACE. Pursuant to the authority of the Office of Federal Procurement Policy (OFPP) Act (41 USC) and (31 USC), one of the many government-wide functions of the ACE is to govern the IAE – to provide the PMO with strategic vision and expected outcomes for the portfolio of systems that support federal acquisition and financial assistance.

The ACE is primarily comprised of two co-chairs and five members who have voting rights. One co-chair represents the federal acquisition community; the other represents the financial assistance community. In addition, there are at least 28 representatives who serve the ACE in a non-voting advisory capacity. According to the ACE charter, the ACE is charged by the Chief Acquisition Officers Council (CAOC) and the Chief Financial Officers Council (CFO) with:

- Providing strategic direction for the IAE portfolio to ensure community needs are identified and met;
- Deciding on the inclusion and prioritization of major IAE initiatives;

- Approving the annual Line of Business contributions for support of the systems
- Resolving differences in priorities rising from the PCE and FACE;
- Identifying and recommending associated and process changes to the Office of Management and Budget (OMB);
- Serving as the functional investment review board for IAE investments that have any impact outside the IAE environment.

The ACE typically meets in person and via online on the second Tuesday of each month. Co-chairs are responsible for developing and leading the agenda and they solicit input from all members in advance of the meeting.

“Serving as the visionary impetus for the design and development of the new environment, the ACE sets the high bar for the PMO to relentlessly pursue a viable application for all federal award stakeholders,” said IAE Deputy Assistant Commissioner (Acting) Karen Kopf. “Their standards for business and operational excellence drive us to build toward a user-centric and nimble environment that will not burden the people who depend on it.”

To learn more information about the ACE and their role with the IAE PMO, please contact IAEOutreach@gsa.gov.

Did You Know?

GSA uses Nessus, an open-source network vulnerability scanner, to secure openIAE and other agency open source projects. Nessus is based on a Common Vulnerabilities and Exposures architecture. It's easy to integrate Nessus with compliant security tools. Nessus adheres to the Security Content Automation Protocol (SCAP), a set of specific security standards for evaluating security policies and automated vulnerability management.

Around the World with the IAE

IAE Shares Performance System Information with Armenian Delegation

On June 24, Marci Eaton, IAE's program manager, had the unique opportunity to speak to an Armenian Delegation of five senior executives from the Ministry of Finance about IAE's past performance systems.

Hosted by the U.S. Department of Commerce's Commercial Law Development Program (CLDP), the delegation came to learn about U.S. procurement policies and practices as part of their effort to explore ways of improving their own procurement systems. To further this goal, the U.S. Office of Federal Procurement Policy (OFPP) sponsored a four-day event for the delegation that covered the U.S. procurement lifecycle from both policy and operational perspectives.

Eaton was asked to share her expertise on acquisition and program management in a session where she discussed:

- The need to share past performance information across the government
- The authority to capture and share past performance information
- An overview of the three systems used to capture past performance information and an understanding of why three separate systems are necessary today
- The system functionality to capture and display this performance information in PPIRS and FAPIIS

The IAE was honored to be a part of the four-day event, which featured other experts from GSA and across government, including representatives from the Executive Office of the President, and the Departments of Health and Human Services and Defense.

IAE Provides SAM Training to Haiti and Djibouti

This quarter, the IAE was asked to train some of our colleagues abroad on how to register in the System for Award Management (SAM) and how to prepare to do business with the government, enabling greater collaboration among potential local partners.

On April 15, Judith Zawatsky, IAE's director of Outreach and Stakeholder Management, provided training to USAID staff from Haiti and other foreign missions on how to successfully register in SAM. The training was well received by USAID staff, with one participant explaining, "The experts provided invaluable advice on how we can better provide our local partners with clear guidance on registering in SAM and DUNS. This is an excellent resource!"

On May 21, Zawatsky delivered a second training to U.S. Embassy staff in Djibouti on registering in SAM and obtaining a DUNS number. The goal of this training was to enable select embassy staff to be able to assist Djiboutian businesses in registering to do business with the government. The IAE always welcomes the opportunity to build relationships with our colleagues across government and we enjoyed working with our friends abroad!



Federal Services Desk Update

FSD Starts Taking WDOL Calls

On Monday, June 15, the Federal Service Desk (FSD) began handling inquiries about the Wage Determinations Online (WDOL) System where federal contracting officers obtain appropriate Service Contract Act (SCA) and Davis-Bacon Act (DBA) wage determinations.

The FSD managing WDOL support is another step toward better serving the IAE community and marks the seventh of ten systems that the FSD supports. The transition also saves the taxpayer money and provides better quality of service to our customers.

“Callers now have one number to call they can talk to a real person would can either walk them through the issue or escalate them to an expert on that system how can help them resolve the issue,” said Anthony Melia, IAE program analyst.

WDOL functionalities are slated to be the first to transition to the new environment, and the FSD will be prepared to field WDOL inquiries to support this initial transition.

“As more IAE systems migrate to the new environment, customer service is going to be a key cost savings center for us,” Assistant Commissioner Kopf explained. “WDOL support going to the FSD is going to save taxpayers money while our WDOL customers experience a high level of support that meets or exceeds their expectations.”

Another benefit WDOL customers will see are higher quality frequently asked questions (FAQs) that they can search online. Check out the growing [FSD Learning and Support Center](#) to get a sampling of videos, FAQs, and other help content available to customers. For more information about WDOL, please visit the FSD at www.fsd.gov.

FSD Wins GSA Administrator Award

On April 2, the IAE’s Federal Service Desk (FSD) was honored with GSA’s Administrator Award. The award recognized the noticeable and measurable successes at the FSD in improving the overall customer experience, including results that have saved both time and money.

In response to mounting customer service issues, the FSD team put in place extensive procedures and processes aimed at being able to execute quick turnaround for customer inquiries while improving management controls and tightening up customer responses.

In bestowing the award, GSA’s Administrator also acknowledged that the IAE improved the FSD contract itself by teaming with GSA’s Federal Systems and Integration Management Center (FEDSIM). Here, the goals included fostering a transparent federal contract award environment and increasing savings.

The IAE FSD staff worked with FEDSIM to research best practices and create well-developed requirements and Service Level Agreements. As a result, the annual contract cost dropped by more than 10 percent in FY2014, while at the same time customer service improved dramatically.

Of the award, FSD Project Manager Greg Sizemore said, “What an honor it is to be chosen by the Administrator to receive such a prestigious award. Without the strong support of both FEDSIM and the IAE, none of this could have happened. I am honored to oversee exemplary customer service for the hundreds of thousands individuals, government officials, and entities at the heart of federal contracting and financial assistance.”

IAE Hits the Road with Multiple Speaking Engagements

In the third quarter of 2015, the Integrated Award Environment (IAE) hit the road with information about both our current and our future state. Judith Zawatsky, director of Outreach and Stakeholder Management, represented the IAE at three key events: The Coalition for Government Procurement 2015 Spring Training Conference; the Information Technology Alliance for Public Sector's GSA Interest Group; and the DATA Act Summit.

CGP 2015 Spring Training Conference

Zawatsky spoke as part of a panel discussion at the Coalition for Government Procurement (CGP) 2015 Spring Training Conference: *The Business of Government*. Held on April 28 at the Fairview Park Marriott in Falls Church, VA, the panel discussion was called "The Ultimate Helpdesk - SAM, GSA AND Ebuy." Zawatsky and the panel discussed how users interface with federal award systems.

ITAPS GSA Interest Group

On May 20, Zawatsky spoke to the Information Technology Alliance for Public Sector's (ITAPS) GSA Interest Group. She provided an overview of the IAE and shared updates about IAE's future plans. After her presentation, Zawatsky fielded questions from the audience about the timeline for the IAE's flight path to migrate the functionalities of ten systems into one environment. Event attendees represented several IAE external stakeholders including Microsoft, Amazon Web Services, HP, and Lenovo.

DATA Act Summit

The Data Transparency Coalition held the DATA Act Summit on June 9 and 10. Signed into law on May 9, 2015, the DATA Act requires the Department of the Treasury and the White House Office of Management and Budget to transform U.S. federal spending from disconnected documents into open, standardized data, and to publish that data online. This new era of spending reporting will better inform management and help resolve legacy reporting challenges for contractors and grantees doing business with the federal government. Stakeholders from among the tech industry, non-profit sector, executive and legislative branches of government convened at the DATA Act Summit to build a shared vision for making the DATA Act a success.

During the Summit, Zawatsky led an open discussion about recipient reporting with more than 100 contractors, award recipients, government stakeholders, non-profit organizations, and companies selling transparency promotion technologies.

The recipient reporting discussion brought up the following insights and feedback from participants:

- Pre-populated forms and drop-down options to minimize the burden of reporting
- Centralized performance reporting
- Reconciliation and notification of easily correctable errors in data systems

IAE Speaking Engagements (Continued)

DATA Act Summit (continued)

A popular discussion point was about improving efficiency of transactional data reporting needs. Attendees said that users should not have to input the same transactional data in a system on a weekly basis, especially if the government already has a lot of this data. However, attendees felt that it was reasonable for the government to require data it does not already have. In ten years, it is expected that the vision for the monitoring and evaluation of recipient reporting will be different since there may be a better measure of U.S. federal spend efficiency.

Attendees also questioned how the work with establishing data standards fit with the Section 5 pilot. It was explained that the data standards all fit and the work is done in collaborative teams.

Also covered was the use of third party solutions for standardized reporting; improved classifications of entities and alignment of federal spend against those classifications; and the need for semantic search. For more information about the DATA Act Summit, please [click here](#).



3rd Quarter FY2015 By the Numbers: System for Award Management

- Average number of registrations activated per month in 3Q FY2015:
 - New registrations: 6,874
 - Updated registrations: 48,224
- Average cycle time in 3Q FY2015 was 2.79 days
- Average number of site visits per month was 1,070,538
- Average number of searches performed per month was 5,408,272



Transparency Initiative Update

GSA-IT CIO Adopting IAE's Open Source Framework

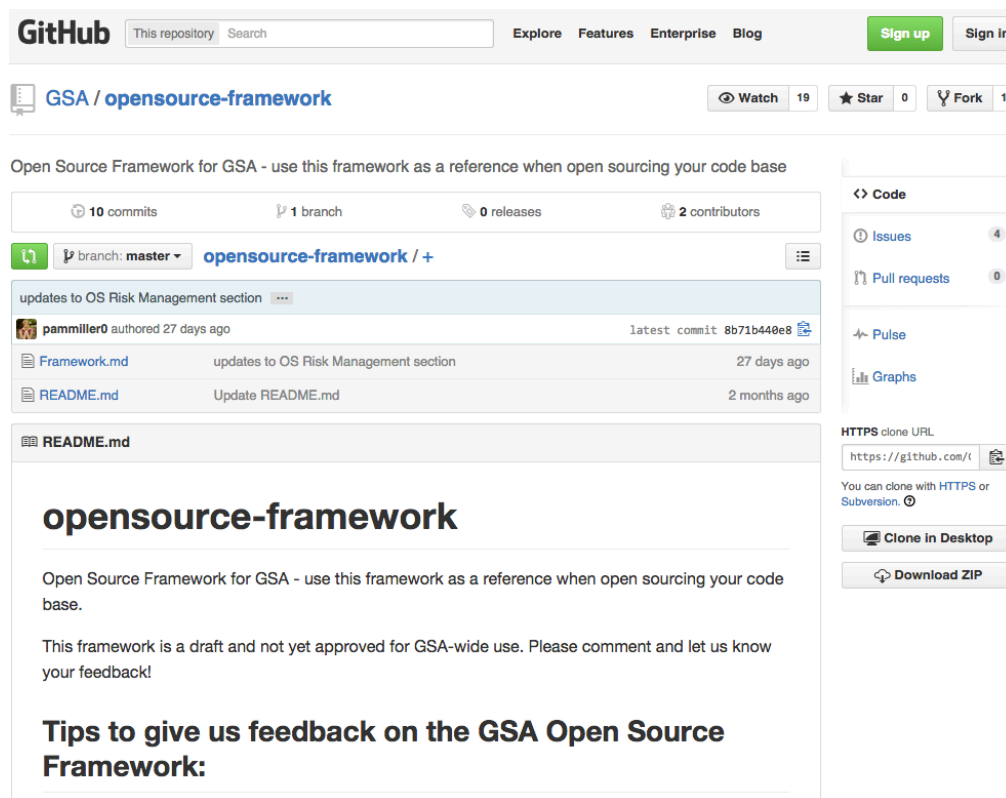
Last quarter IAE developed a 'GSA Open Source Framework' that currently is in the process of being adopted by the GSA-IT Chief Information Officer (CIO).

In lock step with [The IAE Architectural Principles](#) and Transparency Initiative, the PMO is applying an open source software development approach to build the future environment. Open source software development means the developer promotes universal access to a product's design or blueprint, and universal redistribution of that design or blueprint, including subsequent improvements.

The PMO already has been providing universal access of some IAE system data for users via the openIAE site on Github. Hundreds of developers are using the openIAE site for conducting lookups of documentation and code for their own applications. Given the growing user engagement on the openIAE site, the PMO decided to share their thought leadership about open source development with the GSA OCIO.

"We created an initial open source framework for others to use when considering release of code to the public," said Pam Miller, IAE data manager and transparency champion. "Then we reached out to GSA legal and security teams, and other developers for their comments. After incorporating their comments into the framework, we presented it to GSA-IT leadership and proposed that the framework is adopted enterprise-wide. We are waiting for final approval of the proposal from the GSA-IT CIO."

Housed in Github, the framework covers a number of topics that are pertinent to understanding and implementing open source software development. To access the 'GSA Open Source Framework' and provide feedback, please visit: <https://github.com/GSA/opensource-framework/blob/master/Framework.md>.

A screenshot of the GitHub repository page for 'GSA / opensource-framework'. The page shows the repository name, a search bar, and navigation links like 'Explore', 'Features', 'Enterprise', and 'Blog'. It displays statistics: 10 commits, 1 branch, 0 releases, and 2 contributors. A table lists recent updates to 'Framework.md' and 'README.md'. The 'README.md' section is visible, titled 'opensource-framework', with a description of the framework's purpose and a call for feedback. On the right, there are links for 'Code', 'Issues', 'Pull requests', 'Pulse', and 'Graphs', along with options to clone the repository or download a ZIP file.

FPDS-NG Update

FPDS-NG Contract and System Improvements Save Millions in U.S. Taxpayer Dollars

The IAE made significant improvements in contract and system management for the Federal Procurement Data System-Next Generation (FPDS-NG) by planning and deploying the FPDS-NG Recovery Initiative, saving \$12.5 million in U.S. taxpayer dollars.

The incumbent contractor delivered FPDS-NG functionality under a software-as-a-service (SaaS) contract that offered limited visibility regarding licensing, operations, and maintenance practices. As the contract was ending, the vendor became ineligible to do business with the government and the Federal Acquisition Service and GSA-IT inherited the work. However, there were no provisions about the ownership of FPDS-NG or its intellectual property, which created a potential disruption in the continuity of FPDS-NG operations. To ensure that IAE users and stakeholders would not be burdened by the contract situation, GSA FAS immediately acquired FPDS-NG from the vendor.

As a result of the acquisition, the IAE immediately put the 'FPDS-NG Recovery Initiative' in motion by:

- Negotiating substantial savings for the U.S. taxpayer
- Replacing End of Life (EoL) hardware
- Establishing maintenance agreements for unsupported hardware components
- Expanding the beta environment to support the System the Disaster Response capabilities in the System of Award Management (SAM).

Due to the FPDS-NG Recovery Initiative, IAE now is operating the system with the correct licenses, hardware, and maintenance agreements in place. Plans are underway to transition FPDS-NG into the Common Services Platform.

In Case You Missed It: Industry Day 7

- Held on April 28, 2015
- Featured IAE's Director of Business Operations Nancy Goode
- Provided an update on IAE's acquisition strategy for the design and development of the three core API architecture, focusing on the initial task order for the Wage Determination Online System
- Materials from this event and all previous Industry Day events are available on [IAE's Interact Community site](#)

Don't miss Industry Day 8! Please join [IAE's Interact community](#) to receive information on our next event.



Focus Group Update

IAE Continues to Engage Stakeholders in Systems and Functionality Enhancements

Last quarter the IAE elicited and analyzed feedback from more than 100 users and stakeholders about System for Award Management (SAM) and Wage Determinations Online (WDOL) functionalities by conducting six focus groups between April and May.

The Service Contracts Reporting (SCR) functionality is within SAM. Contractors subject to the [SCR requirement in the Federal Acquisition Regulation \(FAR\)](#) must submit and complete Service Contract Reports in SAM by the first quarter of the subsequent fiscal year. To continue to facilitate compliance with the SCR requirement, IAE administered focus groups with more than 40 users and stakeholders from the contractor and contracting communities to elicit input about issues concerning policy outreach, functionality enhancements, and reporting capabilities. This valuable input from users and stakeholders has been consolidated and sent to the Office of Federal Procurement Policy (OFPP) in the White House Office of Management and Budget (OMB) for their review and feedback.

WDOL contains information that federal contracting officers use to obtain appropriate wage determinations for each official contract action. As the IAE modernizes and streamlines each of its ten federal award systems in the future environment, users and stakeholders impacted by these changes will be continually informed and engaged. Key WDOL functionalities are slated to be the first of all IAE system functionalities to be modernized and streamlined in the future environment. To that end, IAE administered focus groups with more than 60 users and stakeholders from the labor, contractor, and contracting communities to elicit input about issues concerning search,

user interface, data export, notifications, and user support. This valuable input will be shared with the Core Services developer to build toward user-centric WDOL functions.

"User engagement is central to IAE's Agile development process," said Emily Gartland, user experience analyst for the IAE. "As we verify requirements, validate designs and test development with our user community, we're able to refine their user experience through rapid course corrections, and thus build toward a user-centric environment."

We look forward to continuing the conversation and engagement with our users through subsequent focus groups in the near future. If you would like to volunteer to participate in IAE focus groups, please e-mail IAEoutreach@gsa.gov.

By the Numbers: Federal Service Desk

- Call volume was at an average of 92,000 calls in Q3 FY2015
- Average speed to answer was 33 seconds in Q3, compared to the industry standard of 30 seconds
- Average handle/talk time was at approximately 13 minutes in Q3 of FY2015 (up slightly from 12 minutes in Q2 FY2015)
- First call resolution rate remained steady in Q3 FY2015 at 93 percent, exceeding the industry standard of 80 percent

Quarterly System Updates

System for Award Management

With each software release, we work to improve the System for Award Management (SAM) user experience, improve the quality of information available from SAM, and reduce the burden for those wishing to do business with the U.S. federal government. We do this through a combination of minor enhancements and fixing known issues. In the June 27th quarterly release, we made improvements that included:

- ✓ **Enhanced the exclusion management process.** We began requiring federal users who are creating exclusions to select a response for whether or not to add a cross-reference for the exclusion record they are creating. This mandatory question will help draw users' attention to the option of adding cross-references ensuring they make a deliberate choice. Cross-references add to the usefulness of the data by clearly identifying other related excluded parties.
- ✓ **Focused on providing more clear information to users where they need it.** We updated the Core Data, Business Types description text to remind users to check the entity's Reps & Certs section for the Small Business Administration (SBA) Historically Underutilized Business Zone (HUBZone) Certification.
- ✓ **Continued to incrementally enhance usability of the site.** We updated the entity Registration Details when viewing complete, incomplete, and inactive registrations to include their physical address country increasing usability by providing a complete set of information to the user.
- ✓ **Continued to incrementally enhance usability of the SAM API.** Here, we added the 2-character state code designation into the congressional district field in the SAM API responses to reduce user confusion.
- ✓ **Addressed several concerns for international registrants,** such as improving the user experience for users registering from the U.S. government-recognized geopolitical entities of Gaza Strip, Kosovo, and the West Bank. Users who previously registered an entity in SAM with Serbia or Israel as their physical address country will now have the option of updating the country to Gaza Strip, Kosovo, or West Bank respectively when they select "Refresh D&B Data" on the DUNS Information page.
- ✓ **Took steps to help registrants more accurately describe their entity.** Added validation rules to increase data quality ensuring registrants choosing to be included on the Disaster Response Registry must select a Geographic Area Served for their entity. If they select "Multiple States," they must select at least one state. Users who select more than one state must select different states from each of the state drop-down menus.
- ✓ **Incorporated accessibility best practices, including** adding a feature to indicate to an assistive technology user that a primary or sub-navigation link is expanded or collapsed increasing accessibility.

Quarterly System Updates

System for Award Management (continued)

- ✓ **Worked with the Suspensions and Debarment community to improve the exclusions management functionality** by enhancing the exclusion management process by requiring Federal users creating exclusions to select a response for whether or not they wish to add a cross-reference for the exclusion record they are creating. This mandatory question will help draw users' attention to the option of adding cross-references ensuring they make a deliberate choice. Cross-references add to data usefulness by clearly identifying other related excluded parties.

The full release notes are available at SAM.gov > General Info > News > Release Notes and [here](#).

Common Services Platform

The objective for the Common Services Platform (CSP) Release 2 was to launch applications on the IAE platforms under development for the next release. To achieve this objective, CSP now performs as an infrastructure-as-a-service (IaaS), a cloud-computing platform, for providing virtualized resources to IAE cloud computing projects. The platform also now includes an identity and access management solution for securing user accounts and IAE data. Developers and users can login to the developer-focused identity access management (IAM) marketplace. The ability to administer users with different roles is also available. Eventually Wage Determinations Online (WDOL) developers can come into the CSP environment and begin application development.

With CSP Release 2, the IAE can automate the build, security, and deployment of applications through a set of easy to use tools. Developers can benefit from this solution by focusing building new and innovative business functions because CSP frees them from creating and maintaining development environments. Developers and data analysts now have access to Federal Procurement Data System-Next Generation (FPDS-NG) and Catalog of Federal Domestic Assistance (CFDA) data, and updated information from WDOL in the data lake.

IAE Team Member Spotlight



Data Architect Pam Miller

Pam Miller is a key member of the IAE team where she serves as an enterprise architect. She is widely respected for her professionalism, strong analytical skills, technical acumen, and focus on the customer.

"I joined the IAE program right after the rollout of SAM.gov in July of 2012," Miller explained. "Ever since I joined GSA, I wanted to work on a federal-wide program with wide

impact and, oh boy, did I get my wish!"

During her career, Pam's focus has been on large-scale technology projects to improve public sector services. Prior projects include leading an effort to assess GSA's communications landscape by assessing service area baseline, identifying target vision, and identifying duplicative products. She also led the assessment of GSA's eLease system that resulted in better understanding of resource constraints that were holding the project back.

"IAE data is the source of record for federal award data, and if we do things right we will be able to better manage federal awards," Miller explained.

"I have been challenged and amazed at the progress the IAE team has made in making this program an example of how to do a large scale development effort that is open source and agile."

Pam lives in Los Angeles, California. Outside of the office, Pam loves the beach, running, and yoga.

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- ✓ Join our [Interact community](http://interact.gsa.gov) by visiting interact.gsa.gov
- ✓ Email IAEOutreach@gsa.gov
- ✓ Suggest content for The IAE Digest using [this form](#)
- ✓ For information and assistance with the systems serviced by the Federal Service Desk, please visit www.fsd.gov

